Visibility

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"Ensuring Excellence in Logistics"

North American Defense Logistics Conference

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AGENDA

- Joint Logistics
- Joint Logistics Environment
- Logistics Visibility
- Takeaways

JOINT LOGISTICS

What is it

The deliberate or improvised sharing of Service logistics resources to enhance synergy and reduce both redundancies and costs.

Why do we need it

Because (especially during initial expeditionary activity) the Services, by themselves, seldom have sufficient capability to independently support the JFC.

How do we get it?

Unity of Effort	**Domain-wide Visibility**	**Rapid & Precise Response**

THE ENVIRONMENT – GLOBAL PROVIDERS

THE ENVIRONMENT – FRAMEWORK

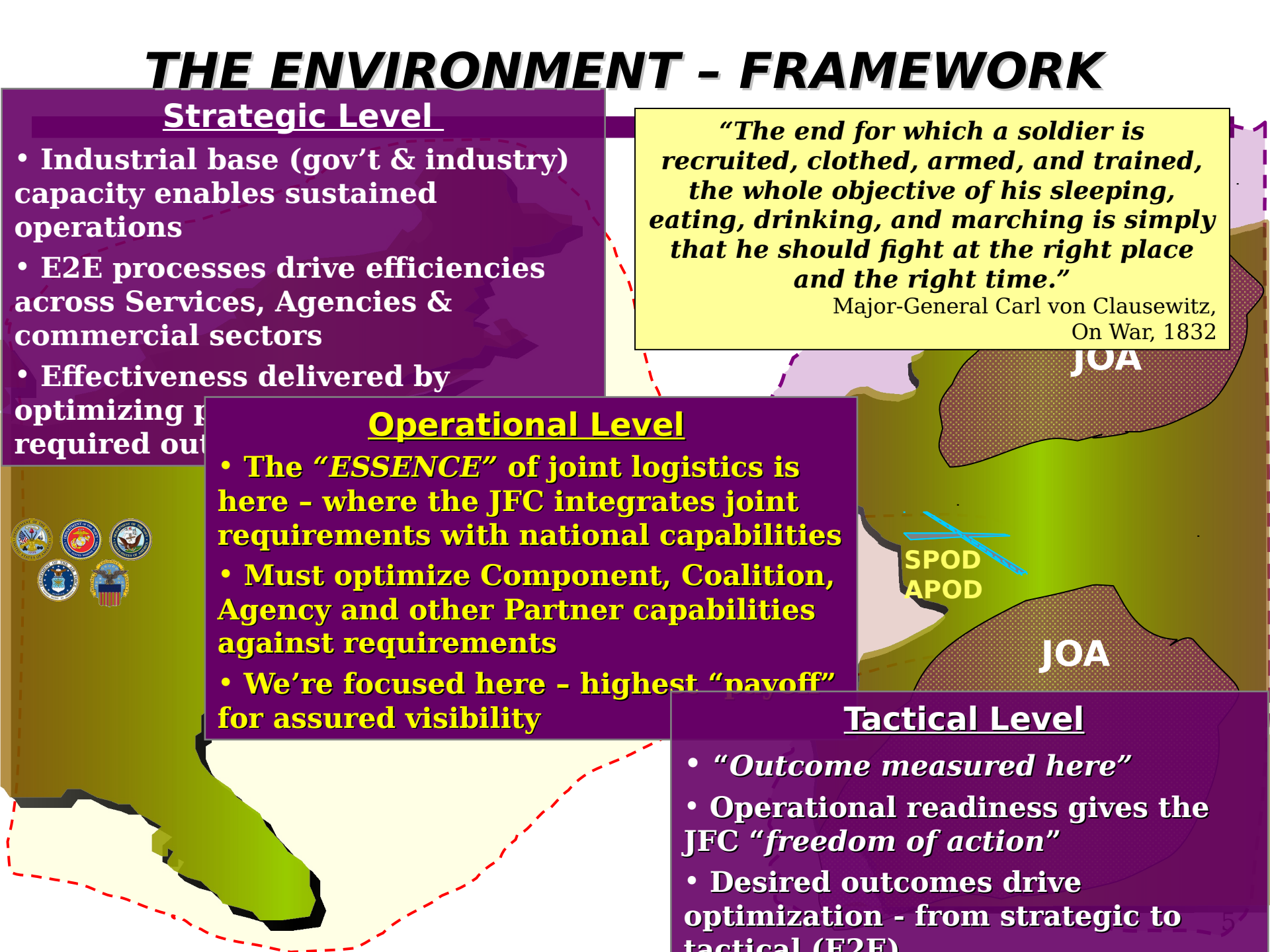
Strategic Level

- Industrial base (gov't & industry) capacity enables sustained operations
- E2E processes drive efficiencies across Services, Agencies & commercial sectors
- Effectiveness delivered by optimizing p
required ou

> ***"The end for which a soldier is recruited, clothed, armed, and trained, the whole objective of his sleeping, eating, drinking, and marching is simply that he should fight at the right place and the right time."***
>
> Major-General Carl von Clausewitz, On War, 1832

Operational Level

- The ***"ESSENCE"*** of joint logistics is here – where the JFC integrates joint requirements with national capabilities
- Must optimize Component, Coalition, Agency and other Partner capabilities against requirements
- We're focused here – highest "payoff" for assured visibility



Tactical Level

- ***"Outcome measured here"***
- Operational readiness gives the JFC ***"freedom of action"***
- Desired outcomes drive optimization - from strategic to tactical (F2E)

LOGISTICS VISIBILITY

What is it?

Assured access into logistics *processes*, *resources*, and *requirements* to provide knowledge necessary to make effective decisions.

Why do we need it?

- ✓ **Synchronize processes to optimize outcomes**
- ✓ **Know whether we're "ready"**
- ✓ **Provide confidence to the warfighter**

HERE'S WHAT WE KNOW

- **We need authoritative data; *"the only thing worse than no data is two sets of data"***
- **We have a visibility paradox; *"increased visibility increases user confidence, which reduces demand for visibility"***
- **Everyone doesn't need to see everything all the time;**

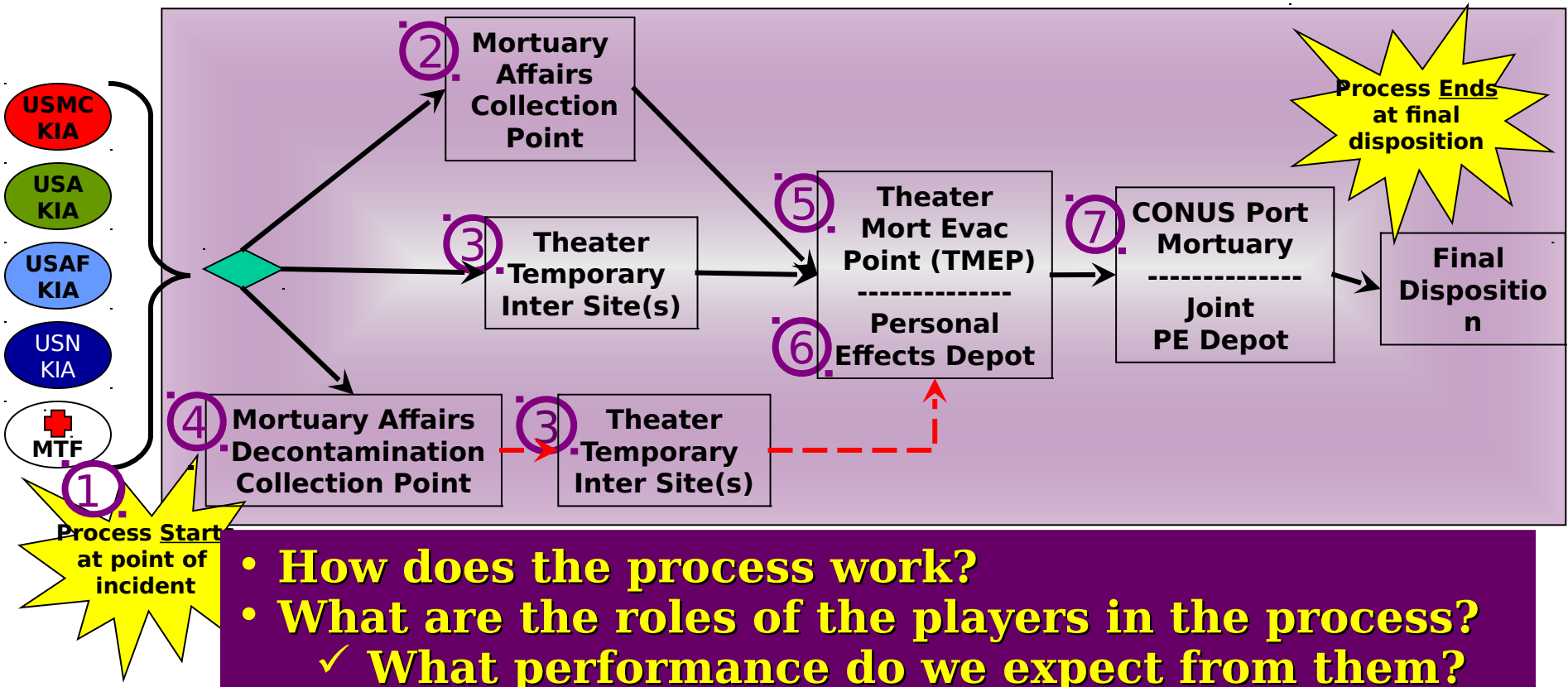
WHAT DO WE NEED?

Who?	Why?	What?	Where?
COCOM J4s	• Sustain operational logistics readiness	• Item	• In transit
Services	• Deliver personnel, unit & equip log readiness	• Nodal	• In storage
DOD	• Policy & resources to achieve strategic objectives	• Process	• In use
Partners	• Process ownership		
	• Be an effective member of the operational team		

Visibility must be tied to an expected outcome

VISIBILITY – MORTUARY AFFAIRS

How do we know "it's" working . . ."Where should we put our sensors?"



- **How does the process work?**
- **What are the roles of the players in the process?**
  - ✓ **What performance do we expect from them?**
- **What is the expected outcome?**
  - ✓ **Do we have an agreed operating environment?**
  - ✓ **Do we agree on the planning factors?**

TAKEAWAYS

***Delivering visibility* . . .**

Joint logistics portfolio test case is underway . . .

- ✓ *Focused on processes and outcomes*
- ✓ *Looking for how to optimize capabilities against outcomes*
- ✓ *Is intended to provide integrated strategic guidance, not Monday-morning QB'ing*

GCSS is key . . .

- ✓ *Do not want "canned" solutions*
- ✓ *Map-based displays – access to data*
- ✓ *User-defined workspace – knowledge environment*

Visibility is not a end in itself, but a means to an end;

QUESTIONS?